

Chicago Botanic Garden
Institute of Museums and Library Services
Museums for America 2005

STRATEGIC PLAN SUMMARY

Mission

The mission of the Chicago Botanic Garden is to promote the enjoyment, understanding, and conservation of plants and the natural world.

Value Statement

The Chicago Botanic Garden belongs to the people of Cook County and metropolitan Chicago. As a living museum, it seeks to express its mission fully—in collections, education, research and conservation—for all its visitors, throughout its community. To this end, the Garden must be viewed as a resource as well as a place, as a means to an end as well as an end in itself, and as a repository of knowledge to be disseminated as broadly as possible. The Garden, as a center for teaching and research, dedicates its collections and professional expertise to serving the needs of its community, improving the quality of life for the increasingly diverse population of metropolitan Chicago, and contributing to the understanding of the plant world. It will be an institution relevant to the lives of its broad constituency. In expressing the human relationship to the natural world, the Garden will not forget its service to humans.

A Vision for the Future: The Next Five Years

This 2000 update of the Strategic Plan builds on the extraordinary assets of the Garden. It reconfirms the mission, values, and goals of 1995 and renews the commitment to sustain the beauty and tranquility of the site and the excellence of all that is in place. It provides strategies to grow wisely and with focus as the Garden carves out its place among the great botanic gardens of the world. The new plan embraces the concept that this Garden seeks to be the best, not necessarily the biggest. We believe that the existing resources and history of this garden make it a candidate to become the finest teaching garden in the nation and an international model for teaching about gardening, the natural world and the human relationship to it. A great teaching garden requires four characteristics:

1. Outstanding collections and displays that serve as a base from which to teach.
2. The ability to teach at many levels and to diverse audiences.
3. A research program that provides the expertise to teach at the cutting edge.
4. Public communications and service to reach the broadest possible audience.

Enhance outstanding collections and displays as the base from which to teach

The Garden will build its collection to 11,500 taxa and increase its scientific value. While sustaining excellence in garden maintenance and presentation, the Garden will create new displays as outlined in its Master Site Plan.

Increase the ability to teach at many levels to diverse audiences

The Garden will provide an outstanding visitor experience with a variety of educational programs, season festivals, and on-going interpretation to appeal to audiences of diverse backgrounds. The Garden will reach out to special audiences such as children and people with disabilities. The School of the Chicago Botanic Garden will serve adult learners at all levels, including general, professional, and graduate students with degree programs developed through collaborative relationships with area universities. The Library and Plant Information programs will increase their value and server greater numbers through more publications and by providing more information on the Internet.

Build a research program that provides the expertise to teach at the cutting edge

The Garden will create an Institute for Plant Conservation Biology that will focus on endangered plant reproduction, functioning in natural ecosystems, and restoration strategies. The integrated program of plant breeding, evaluation and plant introduction will grow in its capacity to create and distribute new

plants suitable for local gardens. Water quality, shoreline erosion and aquatic plant/animal communities will be studied. In all areas partnerships with other agencies will be strengthened and research findings disseminated through publications and professional presentation.

Extend public communications and service to reach the broadest possible audience

The Garden must extend its efforts to make the public aware of its site and programs. Programs such as traveling exhibits, lectures and presentations will be created to serve the region and state, existing program partnerships will be reinforced and new relationships developed. The Garden will conduct a thorough communications audit and develop a plan for targeting specific Garden audiences, such as those interested in the School, research programs, and horticultural therapy.

How to Achieve the Vision

With this update of the Strategic Plan, the Chicago Botanic Garden sets in place strategies designed to allow the Garden to advance over the next five years. The plan's implementation requires human resources, the facilities required to house programs and staff, state-of-the-art technology and the understanding of how to use it, and an ever-growing Garden constituency to appreciate and participate in our work. The Garden will build staff in areas of collections, programming and education, and research. New gardens and displays include Evening Island, Spider Island, and the Entry Court Garden. A Botanic Garden Center, a building for the School of the Chicago Botanic Garden, and facilities for plant production and the research program will be constructed. Infrastructure work will continue on shoreline repair, and a soundwall will be built to protect the Garden from highway encroachment. The Garden will maintain its computer technology at up-to-date standards and will move its Web Site beyond being a source of information to being a resource for knowledge and understanding. To enlarge its visitors, members, and donors, the Garden will advance an integrated planning effort in public communications and marketing.

Financing the Dream

The financial resources to enable the Garden to advance its vision for the future will come from a variety of sources. A five year financial strategy is recommended that focuses on three levels of funding: first, the funds required to maintain the Garden's operations, programs and support staff with only incremental expansion; second, the additional annual funding necessary to support the staff increases in the education and research programs; and third, the funds required to advance the necessary facilities and Garden improvements. Operations will be supported through a combination of government funding, raised and earned revenues, and endowment and investment strategies. Education and research will be funded through endowment, national level grant funding, and fees for services. An admission to the Garden will be considered. A \$75 million capital campaign will advance the capital facilities and program improvements outlined in the plan. The campaign is fashioned to include \$25 million in public sector support and \$50 million in private sector support. All members of the board will be asked to participate in this effort and a Campaign Steering Committee will be composed of board members and good friends of the Garden.

Conclusion

The Chicago Botanic Garden has the history, collections, displays, research, and staff talent that will allow it to become the finest teaching garden in the nation—a Garden hallmarked by outstanding collections and displays, the ability to teach at many levels, a dynamic research program, and effective public communications and service. This level of professionalism will be achieved through a three-part plan that includes funding operations at an annual growth of 6%, funding education and research with strategies to develop major support from new sources to allow program growth, and a \$75 million capital campaign to provide funds for new gardens, facilities, infrastructure, programs and endowment. Throughout the next five years, the Garden will continue to aspire—above all—to being beautiful and serene and welcoming to its visitors from sunrise to sunset virtually every day of the year.

Chicago Botanic Garden
Institute of Museum and Library Services
Museum for America
2005

NARRATIVE

1) **Project Design**

The Chicago Botanic Garden seeks \$150,000 over two years from the Institute of Museum and Library Services to launch a career-training program in horticulture and entrepreneurship for Chicago youth. Urban youth in Chicago's North Lawndale community will engage in one of society's most basic functions—growing and preparing food—and will learn the fundamentals of free enterprise through the development and marketing of horticultural products. The North Lawndale program will become a model for possible expansion to other sites in Chicago.

The goal of the North Lawndale project is to develop a replicable program for high school youth to:

- gain new skills and knowledge in horticulture, nutrition and food preparation, marketing, and product development;
- build positive work habits, discover personal interests, experience new accomplishments; and
- increase their awareness of career opportunities in the green industry.

The Chicago career-training program is based on the Chicago Botanic Garden's Green Youth Farm, developed for high school students in the North Chicago and Waukegan communities. Though close to the region's most affluent suburbs, these two communities approximate inner city Chicago in poverty levels, school drop out rates, and gang activity. In these communities, the Green Youth Farm has been successful in attracting high school students and building enthusiasm for horticulture as a vehicle for developing practical life skills, career awareness, and motivation. Garden community educators believe that the timing and circumstances are right for a similar project in North Lawndale.

Partnerships are crucial to the implementation of Chicago Botanic Garden community education programs, and staff will collaborate with several local institutions to launch the North Lawndale initiative. Neighborhood Housing Services of Chicago, Inc. (NHS), a community development corporation, will provide storage and meeting space, while NeighborSpace, a nonprofit organization dedicated to preserving and expanding community managed open space in Chicago, will supply the land for a 10,000 square foot garden and arrange for access to water and liability insurance. North Lawndale Charter College Prep will assist in recruiting students, and their entrepreneurship coordinator will lead an after-school club. Students also will be recruited from two other area high schools, Manley Career Academy and George W. Collins High School.

Chicago Botanic Garden staff will work with principals, counselors, and teachers to recruit students. Over two years, up to 40 students will be accepted. Interest in working outdoors and a willingness to participate as part of a team and to be respectful and responsible are the prime prerequisites. Students will be paid a stipend and a share of income on products sold. Regular attendance and active participation will be required for students to receive full payment.

The program will begin in the spring and continue through the academic year. Starting in late April, students will work four hours per week after school or Saturdays until school ends in June. Under the guidance of Chicago Botanic Garden staff, students will learn how to construct raised and vertical garden beds, prepare the soil, select seeds or seedlings, and plant the garden. During the summer, students will work from 9:00 a.m. until 3:00 p.m., organized into teams of five, to maintain and harvest the garden. Team building exercises and competitions will make the tasks more enjoyable. Students will learn organic gardening techniques, including composting and vermiculture, integrated pest management, and beekeeping. As school starts in the fall, garden activities will continue for four to eight hours per week, after school and Saturday mornings, through the harvest season. Weekly after-school sessions during the winter will focus on horticultural product development and marketing.

During the summer, at least one day each week will be devoted to field trips or to invited experts. Field trips are likely to include nearby Garfield Park Conservatory's demonstration garden, the Chicago Botanic Garden, University of Illinois' St. Charles evaluation gardens, an urban farm in Milwaukee, and Angelic Organics, an example of community sustained

agriculture. Invited experts will include a nutritionist, a restoration ecologist, a landscaper, or other green industry members and small business owners.

The Garden plans to replicate the chef series, which proved very successful with the Green Youth Farm's youth. Professional Chef and Professor Jean Saunders from Kendall College's School of Culinary Arts demonstrated for students the connections between growing food, its nutritional benefits, and its preparation. Under her guidance, students prepared food from fresh garden produce and served it to their colleagues. This experience raised student awareness of nutrition and introduced them to the career potential of the food industry. A similar relationship with a Kendall College chef will be sought for the North Lawndale site.

The North Lawndale project seeks to develop an entrepreneurial spirit and skills among its young participants. Students will create a garden name, logo, and signage to identify their business at the garden site. During the summer, students will investigate and identify markets for their produce among Chicago farmers' markets and restaurants. Experience with the North Chicago site shows that a variety of distribution outlets exist for selling produce. For example, students sold their produce at local farmers' markets, where other vendors enjoyed mentoring them in pricing and display. At scheduled times, these young farm managers opened the garden to the community to pick produce on a per pound basis. Aramark, the Garden's on-site food service, bought herbs, arugula, eggplants, peppers, tomatoes, and pumpkins to use in food preparation and display. Similarly, the City of Chicago offers a wealth of sales opportunities from gourmet farmers' markets in Lincoln Park to the Austin Market on Chicago's west side.

Through the winter, North Lawndale students will meet weekly in an after-school club to practice the fundamentals of free enterprise through horticulture product development. Led by NCPL's entrepreneurial coordinator, students will brainstorm ideas and products—such as salsa, barbeque, honey, or herbed butter—and test them out. As with the summer experience, students will investigate and identify the market potential. This process will strengthen culinary and entrepreneurial skills and sustain student interest over the winter months.

Evaluation

Evaluation is integrated into the program design at key points throughout the year. The information and insights gained help staff make programmatic changes that improve effectiveness. The Garden uses a variety of evaluation instruments and measurements to determine success in reaching program goals. Before the program begins, students are asked to fill out assessment forms designed to help gauge work interest, motivation for work, self-esteem, and plant/gardening attitudes and interests. (See attached.) When the summer session ends, students complete the forms again to determine changes. In addition to these self-survey instruments, midway through the summer session Garden staff complete a Work Evaluation form for each student and present it to them in private discussion. Garden staff repeat this evaluation in the fall. Other outcomes and measurements used to gauge student and program success include:

- Outcome:** At least 75% of students will demonstrate increased skills and knowledge in horticulture, nutrition and food preparation, marketing and product development
- Measurement:**
- 1) Participation in activities and regular attendance
 - 2) Flourishing garden and sale of produce
 - 3) Pre- and post-program knowledge assessment survey
- Outcome:** At least 75% of students will demonstrate positive work habits, discover personal interests, experience new accomplishments
- Measurement:**
- 1) Regular attendance and participation in activities
 - 2) A new interest identified
 - 3) At least one unfamiliar task attempted
- Outcome:** At least 75% of students will demonstrate increased knowledge of careers and entrepreneurship
- Measurement:**
- 1) Can identify and talk about at least three possible careers in horticulture, the green industry, the food industry, and small business
 - 2) Participation in farmers' markets and the after-school entrepreneurship club

The Partnerships

The North Lawndale program advances many different objectives for all participants—North Lawndale high school students, the community, the Chicago Botanic Garden, and its partners. Students gain from the introduction of new skills, experiences, and knowledge as well as from the focused attention of responsible adults. The garden becomes a visible sign of positive community development and a source of fresh produce for residents. Program partners benefit from an additional strategy for meeting their missions of building livable communities, maintaining open spaces, and educating North Lawndale youth, while the Garden takes a significant step forward in a new direction for its Chicago community education programs.

Synergistic partnerships are essential to achieving these outcomes, and each of the North Lawndale program partners brings an indispensable element to implementation. NHS and NeighborSpace supply storage, meeting space, land, liability insurance and access to water, while the Chicago Botanic Garden provides coordination and expertise in horticulture and informal education. North Lawndale College Prep presents the primary source for recruiting students and leads an after-school club in entrepreneurship.

NHS is a non-profit organization “working to rebuild low- and moderate-income neighborhoods in the city of Chicago that are experiencing deterioration and disinvestment. Formed in 1975, NHS stimulates community investment through a partnership of residents, business, and government. NHS’s mission is to rekindle hope in a neighborhood’s future, to restore conventional and local investment in the community, and to leave behind empowered, self-reliant residents.” NHS programs are organized around four major activities: community building, neighborhood lending, real estate development, and home ownership education. The organization has 12 offices in the central city. For the last three years, the Chicago Botanic Garden has actively supported NeighborWorks Day, when volunteers help clean vacant lots, fix abandon buildings, and plant flowers to beautify neighborhoods. In 2004, the Garden donated plants, while employees volunteered time and expertise to help plant more than 3,000 flowers in nine vacant lots or existing community gardens and to landscape 10 neighborhood blocks.

NeighborSpace is a nonprofit organization whose mission is to acquire and support the community based management of small parks, gardens, natural areas, river edges, and scenic landscapes in the City of Chicago for preservation, conservation, and educational public open space purposes. Founded in 1996 by the City of Chicago, the Chicago Park District, and the Cook County Forest Preserve District, NeighborSpace works with community groups to acquire and own land on behalf of local partners who have created urban gardens within their neighborhoods. Since 1996, NeighborSpace has purchased 48 parcels of land that support community gardens; many have received assistance from the Chicago Botanic Garden as well.

North Lawndale College Prep (NCLP) is a charter school that “integrates high academic expectations with community service and technology education to encourage and enable students in the North Lawndale community to graduate from college.” NCLP accepts students who are academically behind when they arrive and commits its resources not only to preparing these young people for college but also to supporting them through the adjustment. The school immerses students in various programs to build their knowledge, skills, and confidence, providing extensive services and significant personal attention in the process. NCLP graduated its first senior class in June 2002. Of the 55 graduates, 48 were accepted into college, three are in the military, and only one has come home from college. NCLP’s teachers are well educated (58.3 percent have a Masters degree or above), and from past experience, Garden staff know them to be creative and resourceful.

2) Grant Program Goals

The Chicago Botanic Garden’s proposed North Lawndale career training program serves the Museums for America goal of strengthening the capacity of museums to actively engage with their community. An investment in this program will allow the Garden to adapt a successful model in a Chicago community where services are needed most and to determine the potential for additional sites throughout the city. The program partnerships will strengthen the Garden’s relationship with two important Chicago organizations and will reinforce the Garden’s presence as a resource for Chicago residents and institutions, especially schools.

3) **How the Project Fits into Strategic Plan and Mission**

The Chicago Horticultural Society has been promoting gardens and gardening since 1890—from organizing plant shows at the Art Institute of Chicago to spearheading the Victory Gardens of World War II. With the opening of the Chicago Botanic Garden in 1972, the Society realized a long-cherished dream to establish a home for plant collections, education, and research. Today its 385 acres house a living collection of more than 2 million plants in 23 exhibition gardens, three native habitats, and 81 acres of lakes and waterways. The Garden is motivated by its mission to “promote the enjoyment, understanding, and conservation of plants and the natural world.” It is one of the few botanic gardens accredited by the American Association of Museums.

Owned by the Cook County Forest Preserve District and managed by the Chicago Horticultural Society, the Chicago Botanic Garden belongs to the people of Cook County and serves the Chicago region. As a public museum, the Garden is viewed as a resource as well as a beautiful destination—a center of knowledge that is broadly shared. The Garden’s collections and professional expertise are dedicated to serving the needs of its community and to improving the quality of life for its citizens in Cook County and metropolitan Chicago.

A goal of becoming the finest teaching garden in the nation focuses the Chicago Botanic Garden’s activities. To achieve its aim, the Garden is concentrating on four areas: 1) outstanding collections and displays that serve as a base from which to teach; 2) an ability to teach at many levels to diverse audiences; 3) a research program that provides the expertise to teach at the cutting edge; and 4) public communication and service to reach the broadest possible audience. The proposed project supports the Garden’s commitment to teach at many levels to diverse audiences and to reach the broadest possible audience.

For 23 years, the Chicago Botanic Garden has provided leadership in urban greening, plant science education, and environmental stewardship. Since 1981, the Garden has helped more than 250 organizations and schools throughout the Chicago area establish and improve gardens on their sites in order to beautify surroundings, grow fresh fruits and vegetables, serve as teaching models, and act as catalysts for community development. Important for this program, since 1997, five schools (four K-8 schools and NLCP) and two neighborhood groups within North Lawndale have benefited. The Garden also conducts summer science camps, youth mentoring, and college preparation programs for Chicago youth, as well as horticultural therapy for people with disabilities. The Institute of Museum and Library Services recently recognized the Chicago Botanic Garden’s initiatives with an award for “outstanding public service... the nation’s highest honor for excellence in public service provided by museums and libraries.”

The proposed project advances the Chicago Botanic Garden’s institutional capacity to conduct its community educational programming and take it in a new direction. With this project, the Garden implements a strategic shift from installing many small gardens to establishing a few, larger demonstration sites that concentrate on horticultural training, entrepreneurship, and community education. In so doing, the Garden retains its presence as a horticultural resource for Chicago residents and assumes direct responsibility for garden sustainability and the educational content of its programming. Finally, the partnerships with Neighborhood Housing Services of Chicago, Inc. and NeighborSpace carry a powerful potential for the development of additional gardens and educational programs. The Garden will seek additional funding from a variety of public and private sources, locally and nationally, to support these activities.

4) **Strategic Plan**

A yearlong planning process, managed by a recognized expert in strategic planning, culminated in the Board of Directors’ approval of an updated Strategic Plan in November 2000. During this period, staff met in small groups and all-staff meetings led by trained moderators to discuss issues related to the Garden’s future. Four interdisciplinary staff committees focused on the garden, research, programs, and audience and made recommendations for these areas. Two additional interdisciplinary committees analyzed the impact of staff recommendations on the Garden’s physical plant and enumerated requirements for realizing them. Attention was paid to the strategies of other museums and to the environment in which the Garden operates. Participants included Garden staff, the Woman’s Board, members, donors, volunteers, and the interested public. Based on their recommendations and expertise, the 2000 Strategic Plan Update confirmed the Garden’s mission and values and outlined goals and strategies to be followed through 2005. Interdepartmental teams developed detailed Implementation Plans for achieving the Strategic Plan’s major initiatives.

The Strategic Plan is reviewed annually, and operating plans and budgets are developed yearly to ensure that progress is on course. The criteria used to develop the Plan are reviewed to determine its continued relevance. Criteria include: • Does the recommendation further our quest for excellence, fit our mission, and reinforce our vision? • Is it economically feasible? • Will it build an audience and work to engender their support for the institution? • Is it synergistic, serving in multiple ways and across departments? • Are the improvements enhancing the experiences we provide for our audiences and meeting their needs? The Chicago Botanic Garden is scheduled to revisit its Strategic Plan in 2005, beginning with the Board of Directors at their February meeting.

This annual review allows for new circumstances to be incorporated into decision-making. For example, the impact of September 11, 2001 on the nation's economy and charitable giving required adjustments and budget tightening. As with most institutions, the Garden's endowment and operating funds experienced a shortfall in 2002 for the first time in recent memory. However, by keeping expenses in line and increasing earned and contributed revenue, the Garden finished 2003 with a small surplus.

To support major improvements to the Garden's 385-acre site and build its research and education programs, the Chicago Botanic Garden is conducting a \$100 million capital campaign. To date, over \$88 million has been raised, and the Board is optimistic that the goal can be reached within the next two years.

5) **Appropriateness of Project for Institution, Audience**

The proposed project builds on the Chicago Botanic Garden's experience in school, community, and youth gardening as well as its familiarity with the North Lawndale neighborhood that has developed over the past seven years. The program advances institutional initiatives in horticultural training and sustains the Garden's presence as a resource to Chicago residents. At the same time, the Chicago Botanic Garden's North Lawndale program brings a new service to a community where it is needed most and serves those students who may not be at the top of their class but who nonetheless can be successful.

While the basic model for the North Lawndale program is the Waukegan/North Chicago Green Youth Farm, horticultural career training is an area of emphasis for other Garden programs as well. The School of the Chicago Botanic Garden has long offered professional programs in horticultural training. For several years, the Garden has offered select classes in Spanish as well as English, such as "Podando para Profesionales" (Pruning for Spanish-Speaking Professionals) and "Técnicas de Plantar" (Proper Planting Techniques in Spanish). Recently, the School has introduced four new certificate programs to train aspiring and current professional gardeners, horticulture professionals, and garden designers. The Assistant Gardener, Lead Gardener, Planting Design, and Garden Design certificates of merit are intended as career programs for adults.

Because of its expertise in horticulture training for adults and its familiarity with the neighborhood, the Chicago Botanic Garden has been asked to participate in a planning process with a committee of North Lawndale community leaders and experts. The group's purpose is to determine the feasibility of a horticultural training program and job creation initiative in North Lawndale. The planning process thus far has researched national and regional model programs, examined the green industry job market in Chicago, and determined the need for ancillary educational and community programs. Currently project members are examining the incorporation of food production and food processing as major components of the overall training and jobs program. Providing an active learning model, a youth career-training program in horticulture and entrepreneurship can serve as an incubator for an adult initiative. By observing and assessing a youth career-training program, Garden staff and community leaders can better predict successes and challenges for the adult population in this neighborhood.

The intense focus on North Lawndale is the result of several factors. This west side community has been one of the ten poorest neighborhoods in Chicago since the late 1960s when 75 percent of local businesses left the area after rioting destroyed properties. Statistics reveal a grim landscape: median family income is \$20,253; 51.5 percent of children live in poverty; 76 percent of parents of area school-age children receive Food Stamps; and 21 percent of children test positive for elevated levels of lead. According to a 2001 report published by the Sinai Urban Health Institute, while North Lawndale's mortality rates overall are decreasing, deaths from diabetes mellitus, among others, are remaining steady, if not increasing.

North Lawndale suffers from one of the highest crime rates in the city and supports a high ex-offender population. In a 2002 study from the Center for Impact Research, Lise McKean and Jody Raphael reported that “nearly 25 percent of North Lawndale’s adult population became involved in the criminal justice system in 2001, and nearly 60 percent of all North Lawndale adults in 2001 were on probation, parole, sentenced to prison, or incarcerated.” The study quotes staff from the North Lawndale’s Ex-Offender Employment Service Network: “this is a drug habituated environment. People become desensitized by constant exposure to the drug users and drug related crime. Drugs are a major cause of the downward spiral of individuals and communities.”

Significant public and private resources have been focused on North Lawndale since 1995. The City of Chicago has established special taxing districts and other initiatives to spur economic development. The Steans Family and Harris Bank foundations have focused their grantmaking on North Lawndale, and by 2001, the Steans Family Foundation had committed \$11 million to economic development and education in the area. Community leaders point to several projects as signs of improvement, including renovation of an elevated public rail station, construction of affordable housing units, a new police station, and a decrease in non-violent and violent crime, by 16 percent and 13 percent respectively.

Within this environment, the Chicago Botanic Garden proposes to work with North Lawndale high school youth. The following figures on North Lawndale high schools, derived from the Illinois State Board of Education and the National Charter School Clearinghouse, provide a statistical framework.

	Predominant Ethnicities	Low-income rate	Ltd English Proficiency	Dropout Rate	Mobility Rate	Total Enrollment
Collins High School	99.9% Black	97.8%	N/A	11.5%	36.2%	901
Manley Career Academy	99.7% Black	98.3%	N/A	27.1%	68.9%	691
North Lawndale College Prep	91.9% Black; 7.8% Hispanic	91%	.3%	2.4%	6.6%	370

Positive past experience with NCLP is a strong indicator of success with this population, but the Garden is committed to recruiting students from Collins and Manley as well. Collins represents a neighborhood high school, offering a “comprehensive educational program.” Manley is organized as an education-to-career school that focuses on training students in five career clusters: construction tech, culinary arts, medical arts, business technology, or graphic design. Manley trains students to begin skilled entry-level jobs and prepare for postsecondary institutions. School statistics show significant percentages of teachers (55 percent) with Masters’ degrees, and 90 percent of Manley teachers are considered highly qualified. Collins serves residents of North Lawndale, while the majority of Manley students come from outside the area. Ratios of counseling staff to students are one to 225 at Collins and one to 345 at Manley. Despite their educational programs and teaching talent, standard test performance by the vast majority of students (68 percent) in both schools is “below standard.” Additional programs that support school goals and help students succeed can benefit both.

With the political will and support of city and community institutions galvanizing around the issues, the possibility of change has been established. The Chicago Botanic Garden looks forward to contributing its expertise to advancing opportunities for youth and improving the quality of life in North Lawndale.

6) **Project Resources: Time and Budget**

The Chicago Botanic Garden seeks \$150,000 for a two-year period to launch the North Lawndale career-training program in horticulture and entrepreneurship, beginning August 1, 2005 through July 31, 2007. The proposed activities will be a major focus of the Chicago Botanic Garden’s community education program. A shifted emphasis from creating multiple smaller community gardens make it possible for staff to devote their time to the North Lawndale project. The Garden will seek funding from The Steans Family Foundation and the Harris Bank Foundation to construct and establish the garden prior to the grant period. IMLS funds will provide much needed support for staff, student stipends, operating supplies, plants and seeds, and field trip expenses.

7) **Project Resources: Personnel and Technology**

Implementation of the North Lawndale career-training program calls for a team of people with diverse strengths and expertise. Key to success is the focused attention of responsible adults, necessitating a low student-to-leader ratio. The program will require the presence of two adults on site at all times, with four adults on field trips in two rented vans. Staff are expected to have horticulture knowledge, gardening skills, and experience working with high school students. Maintaining relationships with program partners and community residents requires the involvement of staff or consultants who can articulate institutional, programmatic, and horticultural issues to people without similar expertise.

The North Lawndale program for high school youth is being developed under the guidance of Vice President of Education, Larry E. DeBuhr, who oversees all community education programs at the Chicago Botanic Garden, and Director of Education, Patsy Benveniste, who is responsible for youth, school, and community outreach.

The Chicago Botanic Garden will retain the services of Rory Klick, current manager of community gardening, as a consultant to this and other Garden initiatives. Ms. Klick developed the concept for the Green Youth Farm and has led Community Gardening for the past five years. Her expertise lies in identifying appropriate partners and facilitating program development and implementation. Ms. Klick holds a Bachelor of Science degree in Commercial Horticulture and is completing a Masters degree in plant ecology/conservation biology. A key player in initiating and building relationships with the program partners, Ms. Klick will contribute one-half day per week to this program the first year and a quarter day per week in the second year.

For the past two years, Angela Mason, coordinator community gardening has organized the daily activities of the North Chicago/Waukegan Green Youth Farm. For the North Lawndale program, Ms. Mason will be the primary liaison with the schools and will organize student activities. She came to the Garden from Southern Illinois University in Carbondale where she worked on her Master of Science degree in Plant, Soil, and General Agriculture with an emphasis on Public Horticulture. Dividing her time between the North Chicago and North Lawndale sites, Ms. Mason will be responsible for recruitment, guest lecturers, field trips, the after-school club, and evaluation.

Ms. Mason's colleague, Eliza Fournier, coordinator community gardening, will bring her past experience working on the Garden's school and community gardening activities to the North Lawndale apprenticeship program. Ms. Fournier came to the Garden from the City of Chicago, where she worked for the Mayor's Office of Workforce Development. She received her B.S. in Environmental Studies from Lake Forest College and her M.P.A in Urban Management from Indiana University. Ms. Fournier will organize garden installation, assist with field trips, and manage daily operations.

The on-site supervisor for the North Lawndale apprenticeship program will be Richard Dobbins, who has been involved with school and community gardening for the past four years as construction supervisor. Mr. Dobbins brings to the program more than 20 years' experience in the landscape industry and community relations, working in public housing and education. Mr. Dobbins came from the City of Chicago's Greencorps program where he was a field trainer coordinator. His experience in directing young people and in garden installation and maintenance will be a significant asset to the program. As on-site supervisor, Mr. Dobbins will direct students in daily garden maintenance, assist in field trips, and coordinate market days.

Ms. Fournier and Mr. Dobbins' school and community gardening responsibilities will be shifting from 33 garden sites in 2004 to approximately ten in 2005, leaving time for the North Lawndale project. While an education intern or seasonal worker will assist during the summer season, either Mr. Dobbins or Ms. Fournier will be present at the North Lawndale site at all times.

Project Budget Form

SECTION 1: SUMMARY BUDGET

Name of Applicant Organization Chicago Horticultural Society/Chicago Botanic Garden

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4–3.5 BEFORE PROCEEDING.

DIRECT COSTS

	IMLS	Applicant	Total
SALARIES & WAGES	<u>64,200</u>	<u>84,785</u>	<u>148,985</u>
FRINGE BENEFITS	<u></u>	<u>33,738</u>	<u>33,738</u>
CONSULTANT FEES	<u>8,320</u>	<u>4,160</u>	<u>12,480</u>
TRAVEL	<u>7,280</u>	<u>3,000</u>	<u>10,280</u>
MATERIALS, SUPPLIES & EQUIPMENT	<u>21,200</u>	<u>7,800</u>	<u>29,000</u>
SERVICES	<u>9,000</u>	<u></u>	<u>9,000</u>
OTHER	<u>40,000</u>	<u></u>	<u>40,000</u>
TOTAL DIRECT COSTS	\$ <u>150,000</u>	\$ <u>133,483</u>	\$ <u>283,483</u>
INDIRECT COSTS	\$ <u></u>	\$ <u>22,500</u>	\$ <u>22,500</u>

TOTAL PROJECT COSTS \$ 305,983

AMOUNT OF CASH-MATCH \$ 155,983

AMOUNT OF IN-KIND CONTRIBUTIONS \$

TOTAL AMOUNT OF MATCH (CASH & IN-KIND CONTRIBUTIONS) \$

AMOUNT REQUESTED FROM IMLS, INCLUDING INDIRECT COSTS \$ 150,000

PERCENTAGE OF TOTAL PROJECT COSTS REQUESTED FROM IMLS 49 %
(MAY NOT EXCEED 50%)

Have you received or requested funds for any of these project activities from another federal agency?
(Please check one) ☐ Yes ☒ No

If yes, name of agency

Request/Award amount

Project Budget Form





SECTION 2: DETAILED BUDGET

Year ☒ 1 ☐ 2 ☐ 3 - Budget Period from 08 / 01 / 05 to 07 / 31 / 06


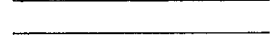
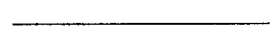

Name of Applicant Organization Chicago Horticultural Society/Chicago Botanic Garden

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

SALARIES AND WAGES (PERMANENT STAFF)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
	(1)	3% time		2,800	2,800
	(1)	50% time		18,163	18,163
	(1)	35% time		12,930	12,930
	(1)	75% time	30,853		30,853
TOTAL SALARIES AND WAGES \$			30,853	33,893	64,746


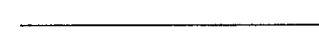
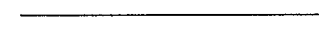
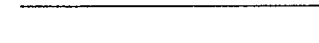
SALARIES AND WAGES (TEMPORARY STAFF HIRED FOR PROJECT)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
	(1)	\$9 p/h for 975 hrs	8,775		8,775
	()				
	()				
	()				
TOTAL SALARIES AND WAGES \$			8,775		8,775

FRINGE BENEFITS

RATE		SALARY BASE	IMLS	APPLICANT	TOTAL
24	% of \$	64,746		15,539	15,539
12.5%	% of \$	8,775		1,097	1,097
	% of \$				
TOTAL FRINGE BENEFITS \$				16,636	16,636

CONSULTANT FEES

NAME/TYPE OF CONSULTANT	RATE OF COMPENSATION (DAILY OR HOURLY)	No. OF DAYS (OR HOURS) ON PROJECT	IMLS	APPLICANT	TOTAL
	\$40 p/h	208 hrs.	4,160	4,160	8,320
					
					
					
TOTAL CONSULTANT FEES \$			4,160	4,160	8,320

TRAVEL

FROM/TO	NUMBER OF: PERSONS DAYS	SUBSISTENCE COSTS	TRANSPORTATION COSTS	IMLS	APPLICANT	TOTAL
Field Trips	(24) (7)	\$15 each	\$160 each	3,640		3,640
Local Travel	() ()		estimated		1,500	1,500
	() ()					
	() ()					
TOTAL TRAVEL COSTS \$				3,640	1,500	5,140

Project Budget Form

SECTION 2: DETAILED BUDGET CONTINUED

 Year ☒ 1 ☐ 2 ☐ 3

MATERIALS, SUPPLIES AND EQUIPMENT

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Hoophouse	1 @ \$5,000	\$5,000		5,000
Tools, supplies	estimated	6,100	3,900	10,000
Plants & seeds	estimated	2,000		2,000
TOTAL COST OF MATERIALS, SUPPLIES, & EQUIPMENT \$		13,000	3,900	17,000

SERVICES

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Guest lecturers/chef	12 @ \$250 each	3,000		3,000
After-School Club spr	1 @ \$1,500	1,500		1,500
TOTAL SERVICES COSTS \$		4,500		4,500

OTHER

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Student Stipends	20 @ \$1,000 each	20,000		20,000
TOTAL OTHER COSTS \$		20,000		20,000

TOTAL DIRECT PROJECT COSTS \$	85,028	60,089	145,117
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INDIRECT COSTS

Check either item A or B and complete C. (See section on Indirect Costs, page 3.5.)

Applicant organization is using:

- ☒ A. An indirect cost rate which does not exceed 15 percent of modified total direct costs charged to IMLS.
☐ B. Federally negotiated indirect cost rate (see page 3.5).

Name of Federal Agency Expiration

Date of Agreement

Rate base Amount(s)

15 % of \$ 85,028 = \$ 12,754

IMLS Applicant

Total

C. Total Indirect Costs

\$ 12,754

\$ 12,754

Project Budget Form

SECTION 2: DETAILED BUDGET

Year ☐ 1 ☒ 2 ☐ 3 - Budget Period from 08 / 01 / 06 to 07 / 31 / 07

Name of Applicant Organization Chicago Horticultural Society/Chicago Botanic Garden

IMPORTANT! READ INSTRUCTIONS ON PAGES 3.4-3.5 BEFORE PROCEEDING.

SALARIES AND WAGES (PERMANENT STAFF)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	(1)	3% time over 12 mo.		2,884	2,884
<u>[REDACTED]</u>	(1)	50% time over 12 mo.		18,707	18,707
<u>[REDACTED]</u>	(1)	35% time over 12 mo.		13,318	13,318
<u>[REDACTED]</u>	(1)	75% time over 12 mo.	15,798	15,982	31,780
TOTAL SALARIES AND WAGES \$			15,798	50,891	66,689

SALARIES AND WAGES (TEMPORARY STAFF HIRED FOR PROJECT)

NAME/TITLE	No.	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	(1)	\$9 p/h for 975 hrs	8,775		8,775
<u> </u>	()				
<u> </u>	()				
<u> </u>	()				
TOTAL SALARIES AND WAGES \$			8,775		8,775

FRINGE BENEFITS

RATE		SALARY BASE	IMLS	APPLICANT	TOTAL
24%	% of \$	66,688		16,005	16,005
12.5%	% of \$	8,775		1,097	1,097
	% of \$				
TOTAL FRINGE BENEFITS \$				17,102	17,102

CONSULTANT FEES

NAME/TYPE OF CONSULTANT	RATE OF COMPENSATION (DAILY OR HOURLY)	NO. OF DAYS (OR HOURS) ON PROJECT	IMLS	APPLICANT	TOTAL
<u>[REDACTED]</u>	\$40 p/h	104 hrs	4,160		4,160
<u> </u>					
<u> </u>					
<u> </u>					
TOTAL CONSULTANT FEES \$			4,160		4,160

TRAVEL

FROM/TO	NUMBER OF: PERSONS DAYS	SUBSISTENCE COSTS	TRANSPORTATION COSTS	IMLS	APPLICANT	TOTAL
Field Trips	(24) (7)	\$15 each	\$160 p/d	3,640		3,640
Local travel	() ()		estimated		1,500	1,500
<u> </u>	() ()					
<u> </u>	() ()					
TOTAL TRAVEL COSTS \$				3,640	1,500	5,140

Project Budget Form

SECTION 2: DETAILED BUDGET CONTINUED

 Year ☐ 1 ☒ 2 ☐ 3

MATERIALS, SUPPLIES AND EQUIPMENT

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Tools & Op. Supplies	estimated	6,100	3,900	10,000
Plants & Seeds	estimated	2,000		2,000
TOTAL COST OF MATERIALS, SUPPLIES, & EQUIPMENT \$		8,100	3,900	12,000

SERVICES

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Guest experts/chefs	12 @ \$250 each	3,000		3,000
After-School Club	1 @ \$1,500	1,500		1,500
TOTAL SERVICES COSTS \$		4,500		4,500

OTHER

ITEM	METHOD OF COST COMPUTATION	IMLS	APPLICANT	TOTAL
Student Stipends	20 @ \$1,000 each	20,000		20,000
TOTAL OTHER COSTS \$		20,000		20,000

TOTAL DIRECT PROJECT COSTS \$	64,973	73,393	138,366
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INDIRECT COSTS

Check either item A or B and complete C. (See section on Indirect Costs, page 3.5.)

Applicant organization is using:

- ☒ A. An indirect cost rate which does not exceed 15 percent of modified total direct costs charged to IMLS.
☐ B. Federally negotiated indirect cost rate (see page 3.5).

Name of Federal Agency Expiration

Date of Agreement

Rate base Amount(s)

15 % of \$ 64,973 = \$ 9,746

IMLS Applicant

Total

C. Total Indirect Costs

\$ 9,746

\$ 9,746

Chicago Botanic Garden
Museums for America
2005

BUDGET JUSTIFICATION

Permanent Staff

The Director of Education Patsy Benveniste is highly involved in the development of new programs and oversees their implementation. She plays a key role in establishing institutional relationships, in making decisions, and monitoring program activity and evaluation. She will spend approximately 3% of her time in this capacity on the North Lawndale program. Angela Mason, community gardening coordinator, will divide her time between the North Chicago Green Youth Farm and North Lawndale. Her activities will be focused on the students. She will recruit and select the students, organize guest lecturers and the chef series, coordinate field trips, manage student schedules, work with the North Lawndale College Prep entrepreneurship coordinator on the after-school program, and conduct the evaluations. Community Gardening Coordinator Eliza Fournier will spend approximately 35% of her time on North Lawndale activities. Eliza will help manage daily operations during the grant period, coordinate budgets, work on site with students, assist field trips, and coordinate publicity and communications for market days. Richard Dobbins will be the primary on-site supervisor for the North Lawndale garden. He will spend approximately 75% of his time there, providing the lead in garden infrastructure creation, close supervision, and direction of male students particularly, and assisting with development of the entrepreneurial model. Mr. Dobbins will also assist with ongoing community relations work in North Lawndale and with student education overall.

Since the garden will be constructed and established prior to the grant period, staff leadership and their salaries are a critical program cost, second only to student stipends. From past experience, the Garden knows that the ratio of students to adults must be kept low (two adults at all times and four on field trips) to provide the necessary guidance and attention. The shift of activity in community gardening will make it possible for Garden staff to focus on the North Lawndale garden and career-training with students.

Temporary Staff

The addition of an experienced seasonal employee will guarantee that two adults are on site at all times at the North Lawndale garden. Since the major activities take place over a six-month period, a six-month seasonal will satisfy program needs. As additional funds become available, the program may also seek to add college-age interns.

Fringe Benefits

Fringe benefits are calculated at an institutional rate of 24% for permanent staff, 12% for part-time staff and student interns, and 0% for contract staff.

Consultant Fees

The horticulture education specialist will be Rory Klick, current community gardening manager. Her expertise in horticulture and garden design as well as her experience working with schools and community-based agriculture and food production will be invaluable to the program as it develops

and builds over time. Ms. Klick will continue to work twelve to sixteen hours a week for the Garden and will focus one-half day on the North Lawndale program.

Travel

Garden staff anticipate taking seven field trips each year. Generally, the field trips will be to gardens in the Chicago area, northeastern Illinois, or Milwaukee. For these trips, the Garden will rent two vans at \$80 each, with two adults in each vehicle. Lunch will be involved in these daylong trips.

Materials, Supplies, and Equipment

The North Lawndale garden will need a hoophouse in which to grow seedlings. A hoophouse is similar to a greenhouse, made with tubing and plastic covering. This will be purchased during the grant period to extend the planting season further into the fall.

Estimations for operating supplies and plants and seeds are based on past experience. Operating supplies may include soaker hoses, hoes, shovels, recruitment materials, t-shirts, additional soil, compost tea, market fees, and market tables. Not everything is purchased upfront but rather bought as needed, and some items require replenishment from time to time. Plants and seeds are purchased each year.

Services

The listed funds will provide for six sessions with a chef and six guest lecturers at \$250 each. It includes provision to pay the entrepreneurship coordinator at North Lawndale College Prep for leadership of a weekly after-school club during the academic year at \$750 per semester.

Other

High school students will be given a stipend of \$1,000 for their work over the summer and paid out in monthly increments during the summer. Regular attendance and active participation are required for students to receive full payment. For North Lawndale College Prep students who wish to receive school credit for their participation, the stipend will be deposited into a bank account that has been established for NCLP students to save for college. Their \$1,000 will be matched threefold by Harris Bank, in conformity with their established youth education investment program in North Lawndale.